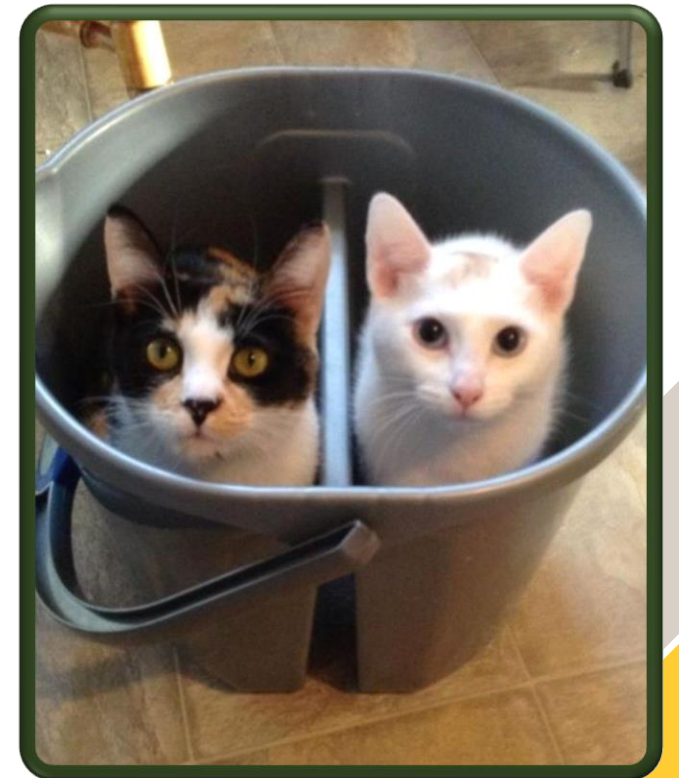


Organizational Culture: Building Systems that Serve the People & Animals

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| About me



Agenda



1.

DATA

What's happening in New England shelters — intake trends, length of stay, and outcomes.



2.

BEHAVIOR

What animal welfare programs need to succeed — investment, training, and sustainability.



3.

CULTURE

The invisible infrastructure that makes everything else possible — today's focus.



“Culture is what happens when no one is watching.”

The shared attitudes, values, and daily practices that define how your organization actually operates.

Core values

Reflection

Does your organization have stated core values?
Can you name them right now?
Do your daily decisions reflect them?

Facts

94%

of executives say a strong culture is key to success

— Deloitte

72%

of employees do not understand their organization's culture

— SHRM

138%

improvement in outcomes with a strong culture

— Gallup

85%

net performance increase over 5 years

— Gallup

Why?

Why does culture matter in animal welfare?

When culture fails in shelters, the consequences aren't just lower engagement — they're increased burnout, inconsistent care, and compromised animal outcomes.

A hamster and a guinea pig are visible in a white wire cage. A blue ramp is attached to the cage with a purple harness. The hamster is on the left, and the guinea pig is on the right. A yellow banner with the word "How?" is at the top right.

How?

Three cultural foundations

1. Psychological Safety

Can we speak up, report problems, and make mistakes safely?

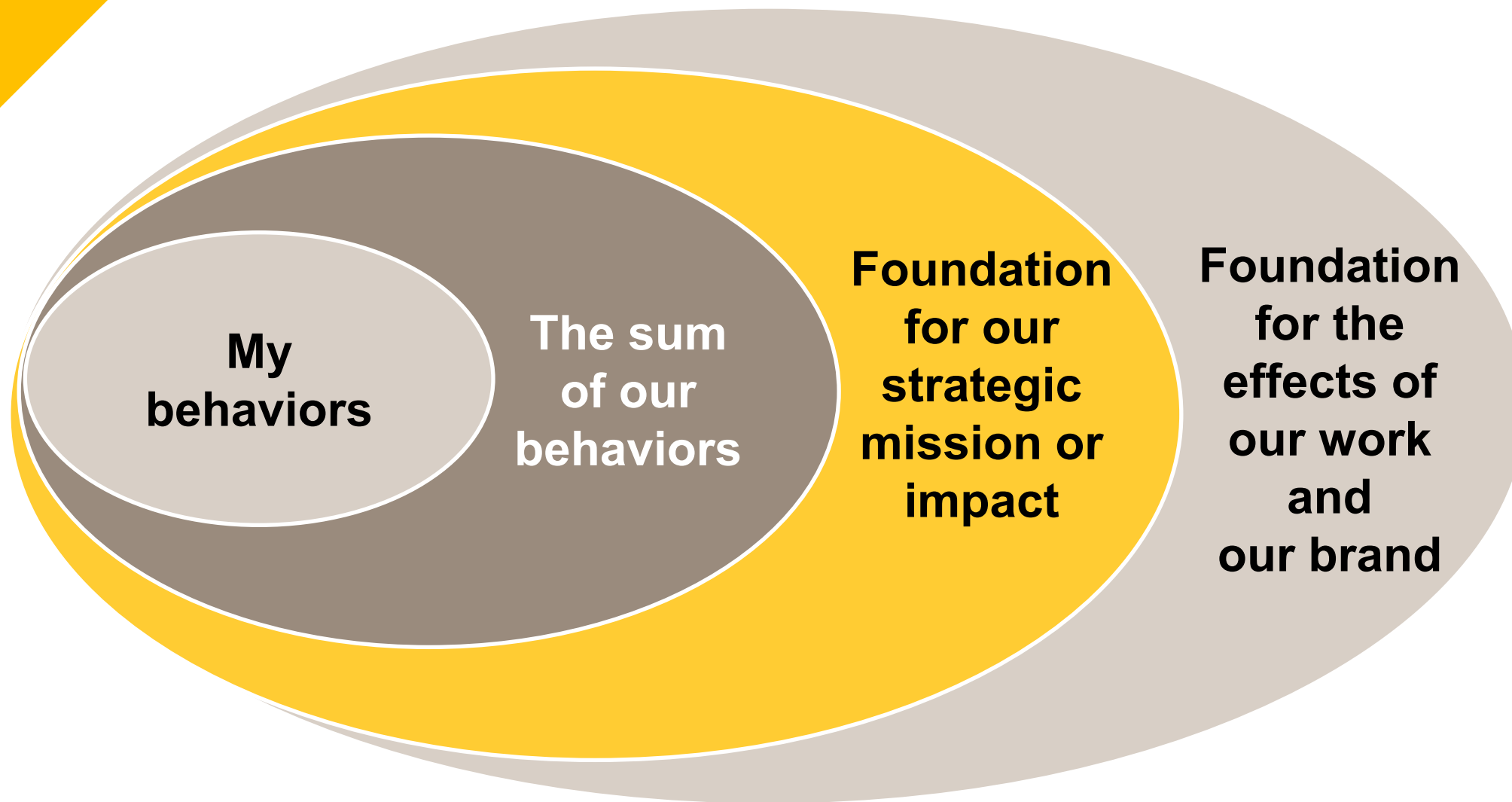
2. Operational Consistency

Do our protocols and systems actually support our teams?

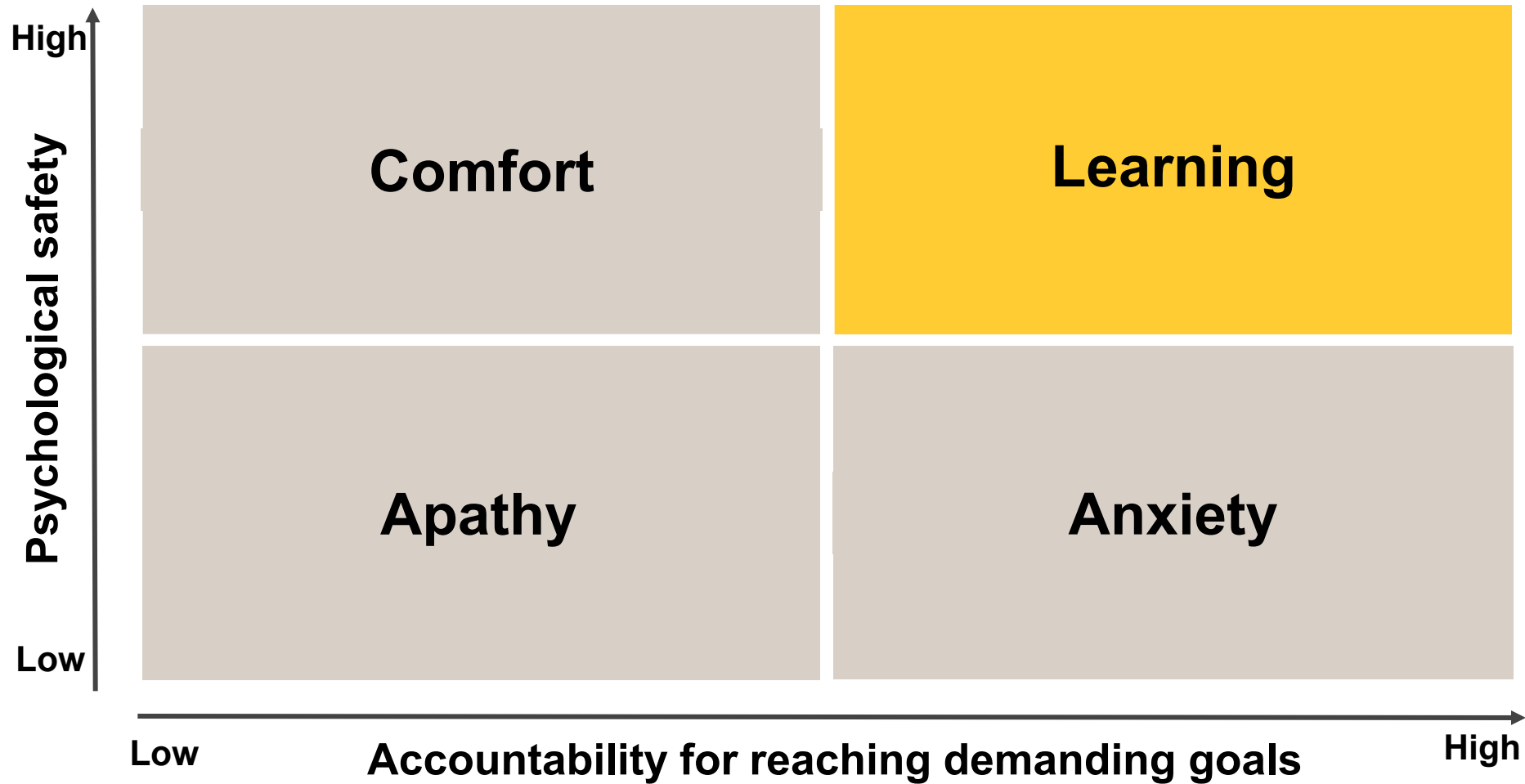
3. Adaptive Accountability

Are we held to high standards with compassion and support?

Going forward



Learning culture





My contribution

5 Shifts to Lead

Blame → **Learning**

“What can we learn?” replaces “Who made this mistake?”

“Figure It Out” → **Build Together**

Questions become engagement, not weakness

Policy Compliance → **Ethical Thinking**

“Here’s why” replaces “Just follow the protocol”

Individual Heroics → **Team Systems**

Celebrate sustainability, not overwork

Data as Judgment → **Data as Insight**

Numbers reveal opportunities, not assign blame

Guidelines

Define

Lead (by
example)

Communicate

Empower

Reward

Invest

Give feedback

Foster

Celebrate

Evaluate

| **THANK YOU!**

